EXECUTIVE SUMMARY
San Francisco One-Stop Career Link System

The Department of Human Services (DHS), the Employment Development Department (EDD), the National Council on Aging, the Private Industry Council of San Francisco, and the San Francisco Community College District (CCSF) have worked together as partners to serve the needs of employers and job, education, and training seekers in the City and County of San Francisco. Together we offer all core services required by California's One-Stop Career Center Vision. Now, funds from the state will allow us to 1) serve more customers, 2) serve a more diverse group, and 3) provide improved services. In short, the San Francisco One-Stop Career Link is poised to make the transition from a "place" to a "system."

We will accomplish this transitions through five key strategies:
1. Expansion of capacity of centers and access points.
2. Creation of a communication system for all partners.
3. Implementation of on-line self-screening for program eligibility.
4. Development of promotional materials.
5. Execution of a cross training program.

First, a more user-friendly environment will be established when Career Link moves to the Mission Street building and all staff are co-located on the same floor. Additional computers, improved signs, and an orientation video will help guide customers to appropriate services. We will increase capacity by 1) establishing a center in the Bay View-Hunter's Point area staffed by the five core agencies; and 2) establishing several One-Stop Access Points at community-based organizations (CBOs) that will address the needs of special populations such as the disabled, youth, or non-English speaking immigrants. Access points will offer all core services required by the state and will enable customers to use services within their own neighborhoods. We will offer technical help to the access points as they gear up their computers and connections to the Internet.

Second, we will create an electronic communication network with all partners and interested agencies. This network will be used to post important notices, to notify each other of changes in our respective organizations, to discuss problems, and to post "best practices." In addition to the computer system, all partners will appoint an "ambassador" to represent their organization so that we each know who to call about problems, customers, working together on grant applications, sharing of information, and so forth. These ambassadors will gather together at least once per year to get to know more about each other and our organizations.

Third, we will build an electronic system that provides a directory of services, resource referral information, and eligibility for self-screening. An inventory of appropriate agencies will be put together and Webpages will be created for the One-Stop Centers, for One-Stop Access Points, and for other CBOs who provide appropriate services. Using a series of simple questions, customers will be able to identify what services they need and find out how to access those services. Customers can click on an agency name to link to the agency's Website. The agency Website will help customers determine their eligibility and tell what kind of documentation is needed. Employers will be able to list jobs electronically and easily connect with labor market information. Customers can receive printouts of this information. This system will be connected to CaCTIS[1] and both systems will be tested at the Career Link Centers, then the Career Link Access Points, and finally put on the Internet to be available through any computer linked to the Internet.

Fourth, promotional materials will be developed that describe what services are offered and how to obtain those services. We will create an appealing brochure, an orientation video, and create public service announcements.

---

[1] We are a test site for the California Career and Training Information System.

Fifth, funds will be used to train staff from participating agencies and community-based organizations to use career exploration materials, to use the Internet efficiently, to create and maintain Webpages, and to install software.

Our One-Stop Career Link System is built on partnerships. Five agencies make up the core partners: CCSF, DHS, EDD, NCOA, and PIC. Core partners provide staff and resources directly to the One-Stop Career Link Centers. In addition we have access point partners: community-based organizations that provide all core services at their site. Finally, we have supporting partners: the California Rehabilitation Department, the Commission on Aging, the Jobs for Youth Program, and the San Francisco Unified School District. Supporting partners provide many of the same services and will participate in training, become part of our electronic communication system, and appoint an ambassador. This network of partners will allow us to mobilize quickly and address the changing needs of the County.

The Mayor of San Francisco has agreed to assume fiscal responsibility and liability for this project. The Private Industry Council will become our Policy Board. This Council has representation from labor, large and small business, education, EDD, community representatives, a representative of the disabled community, the economic and the social services directors, a former participant, and a youth representative. This effort is indeed a united front where a vast array of people speak with one voice and are ready to move forward. Through the changes described above and a good evaluation system, we believe we will create a vastly improved, cost-effective system for employers and job, education, and training seekers.

IMPLEMENTATION GRANT PROPOSAL

I. Array of Services

A. Provide a detailed description of the array of services and how the services at each One-Stop Center within the local One-Stop System will be integrated:

Customers for the San Francisco One Stop Career Link System are of two types: 1) individuals seeking jobs, education, training, or labor market information and 2) employers seeking employees, services for employees (e.g. rapid response to layoffs or training), and labor market information. Customers will have an array of services to access including all core services required by the state as well as referrals to additional services. (These services are described in detail in Appendix A.)

Currently customers access these services and referrals primarily in-person and through the telephone. Our plan is to create access through the Internet and establish additional Access Points. These changes will allow us to 1) serve more customers, 2) serve a more diverse group, and 3) serve customers more quickly, and 4) provide improved services. Although slightly different for both, employers as well as job, education, and training seekers go through an intake process and are referred to a variety of services.

Current
Job, education, and training customers are directed to services in one of two possible ways: 1.) A receptionist directs people to an array of services including job listings, vocational assessment and career counseling, training and education options, labor market information, resume and interview preparation workshops, veteran and youth services, employment services to the hearing impaired, job skills matching, the Experience Unlimited Job Club, and other employment resource materials. College students are available to help direct customers and assist them in utilizing the system.

Employers who come in person to Career Link are directed to staff in the Employer Services unit for assistance. If the employer is seeking labor market information, they are provided with several options: 1) access to on-line labor market information on the Share System, 2) instructions on how to access the LMI division's Website, 3) access to the Career Link's library reference materials, and 4) referral to the local LMI analyst.

If the employer requires rapid response or base closure assistance they are referred to staff handling JTPA title III staff. If the employer requires referrals to another department or agencies, referrals are provided. Referrals are made to: 1) new employer seminars, 2) San Francisco tax credit programs, 3) Employer tax consultant program, 4) Jobs For Youth program, 5) small business development program, and 6) UI information seminars.

If the employer wants to list a job opening, staff process the order. The employer is offered several different levels of service depending on how they want the order processed and referrals made (e.g., with or without screening; on the Internet; in Job Match only; on-site interviewing, etc.).

Calls from employers to Career Link are directed to staff in the Employer Services Unit who provide the services listed above. If the employer wants to list a job opening they are encouraged to fax in the listing using a JobFax form. If the employer prefers, staff will take the information over the phone. If an employer contacts Career Link via the Internet, Employer Service Staff call the employer to discuss his or her needs and provide the services listed above. The employer is also given the option to enter their job listing directly using America's Job Bank or CalJobs.

Planned Changes
Four changes will improve our ability to serve customers: 1) creating a more user-friendly Center in a new location; 2) creating a second Center; 3) creating Access Points through community-based organizations (CBOs); and 4) creating an electronic system that provides a directory of services, resource referral information, and eligibility for self-screening (Self-Directed Referral System).

1) Creating a more user-friendly Center in a new location.
San Francisco currently has the Career Link program in the EDD Building at 801 Turk and 745 Franklin. Job Service staff are mostly at the Turk Street level, and the Assessment Center, Experience Unlimited, and job search workshops are in the lower level (accessed from 745 Franklin). This summer all services will be moved to a place in the Mission District where everyone will be in the same street level location--Assessment Center staff as well as Job Service and Unemployment Insurance staff.

Customers will enter the One-Stop Career Link Center lobby where they will be greeted by receptionists from the National Council on Aging and the EDD. These receptionists will direct people to self-registration terminals or to other services. Customers can bypass receptionists and use an electronic kiosk displaying information about how to access services including the use of self-registration terminals. We will also create an orientation video that provides an overall look at services available. College students are from a wide range of backgrounds will be able to provide computer assistance as well as translation when necessary.

2) Creating a second Center.
In addition to the Mission Center, a second center will be set up in the Bay View-Hunter's Point District by the Department of Human Services. The Mission District and Bay View-Hunters Point are the two districts in the city with the highest unemployment and underemployment. This second center will be established by the end of this year and will include staff from the core partners (CCSF, DHS, EDD, NCOA, and PIC).

3) Creating Access Points through community-based organizations.

Community-based organizations that offer all core services, have Internet access, and have staff who can assist their clients may become Access Points.   A survey sent to 53 CBOs found 16 of them very interested in becoming an Access Point. (See survey results Appendix B.) At least seven of these would meet all criteria and could begin operating very soon. Other CBOs are interested but need to build their hardware and Internet capacity.

CBOs will improve the utilization of services for three reasons. First, community-based organizations can very effectively serve people with special needs (e.g. non-English speakers, disabled, seniors). Second, San Francisco is a densely populated area where travel from one end of the city can be a nightmare through gridlock. Many people, especially the elderly and youth, tend to stay in their own neighborhoods. Neighborhood One Stop Access Points can increase the effectiveness of using these services and also facilitate communication among service providers.

4) Creating an electronic system that provides a directory of services, resource referral information, and eligibility for self-screening.
We will create a clear, user-friendly program that will help **job, education, and training seekers** self-screen for program eligibility and help **employers** access services via the Internet. **Job, education, and training seekers** will sit at a computer terminal (at a Career Link Center, at an Access Point, or at any computer connected to the Internet) and answer a simple series of questions that help pinpoint what services are needed. The system, which we will refer to as the "Self-Directed Referral System" will provide eligibility information for an array of programs and give step by step information on how to establish eligibility (e.g. what documents are needed, where to get the documents, and where to submit the documents). At this time an individual can immediately access some services (e.g. get labor market information, take a computer skills assessment test, etc.) or register for a group orientation for a service. At the end of this session the customer can get a print-out of the session which would include what he or she has explored including appointment times, addresses and telephone numbers of selected services, list of eligibility documents, and any other pertinent information.

(As a back-up, we will also have brochures that provide brief descriptions of services along with eligibility requirements. We will also provide paper applications for people who may be computer phobic or in the case where computers are "down.").

Employers will be able to use the Self-Directed Referral System to request services such as payroll assistance and be able to forward electronic mail to our employer services unit. They will be able to conduct job order taking by completing a job form on line. They will be able to easily link to other places such as labor market information, programs for hiring youth, school to career, CaCTIS (California Career and Training Information System), and training programs for their employees.

2. Describe in detail how core and customized services will be provided and how the partnership arrived at this array of services.

Depending on the type of service, a customer may be able to receive immediate services or may be referred to a service. All core services will be offered at the One Stop Career Link Centers as well as the One Stop Access Points. (Unemployment Insurance registration will be available by telephone starting in January, 1998.) Details of specific services are described in Appendix A.

Services at the One Stop Career Link Centers as well as at the Access Points will be delivered through self-directed procedures, participation in groups, or working on a one-to-one basis. All Access Points will have computer access to the Internet and be able to have their clients go through self-assessment for determination of services needed. They will also be able to access all job listings via the Internet. Clients at One Stop Access Points will have trained staff to assist them to navigate through the system.

Immediate access to service will be those services that are self-directed. For example, someone may want to go through career exploration assessment available at the Career Link Center. Someone may simply want to use a computer to create a resume. An employer may want to put up a job listing or may want to link to labor market information.

Some services will involve receiving a service at a later date or may involve referrals to other organizations and agencies. For example, someone may want to go through in-depth career assessment that requires registering for a group workshop. A customer may need training and would have to enroll in a program. Someone else may need to be in a drug rehabilitation program before proceeding with career and job plans. An employer may want a training class for their employees.

3. Describe marketing and outreach plans.

Capacity building will increase Career Link's ability to conduct outreach. By creating a network of support and connections with community-based organizations, the school district, the Commission on Aging, the Jobs for Youth program, and others, we will we will be able to reach out to a much wider array of customers. For example, the Commission on Aging will be establishing ten neighborhood Senior Centrals. One of their main concerns is employment. Staff from these Senior Centrals will be given training to use the One Stop System, and other agencies will learn about Senior Centrals. Senior Centrals will have a link on our self-directed referral system. The same will be true for other programs.

Marketing and outreach will be one of the primary responsibilities of the Coordinator of the San Francisco One Stop Career Link. This person will be expected to attend numerous functions and be a member of many committees (e.g. School to Career, Bay Area One Stop consortium, Chamber of Commerce, etc.)

The Coordinator will be assisted in these efforts by a group of "ambassadors"--one person from each agency. Each agency (core agencies, supporting agencies, and access points) will select an ambassador or primary contact person who will take responsibility for communications. This person will be the first point of contact for problems and will also take the lead in disseminating information about their own agency. Ambassadors will form an electronic communication network so they can receive bulletins of importance, keep each other updated on important changes at their agency, and conduct chat groups about problems, needs, and solutions to problems. These ambassadors will meet as a whole once per year to showcase best practices, present case studies, and get to know each other better in order to facilitate good working relations. Ambassadors will also form small working groups needed for activities such as responding to grant solicitations and providing input on promotional materials.

When the San Francisco Career Link System has implemented and tested its Self-Directed Referral System, we will conduct marketing through public service announcements, ads in appropriate places such as bus stops or rapid transit stations, and newspaper career and employment sections. Every effort will be made to have stories about the One-Stop put into local newspapers including neighborhood papers.

We will also promote connections with other One Stops especially those around the Bay Area since workers come from outside of the city. We will have Web site connections as well as try to hold regional One Stop meetings to discuss ideas and best practices.

B. To support informed choice, specify methods which will be used to ensure customers have universal access to information and services.

Customers will have universal access to information for three reasons: 1) we will promote our services, 2) we will provide different modes for accessing services, and 3) we will serve special populations.

1.) Promotion: We will promote services in a variety of ways as described in the marketing and outreach section (pp. 10 and 11). This will insure that potential customers throughout the city and county will learn about the services that are available. We will also publicize our services throughout the Bay Area since San Francisco provides jobs for more than 126,000 employees who live outside of the county. San Francisco provides work for employees from all eight Bay Area Counties and workers travel in from as far away as Sacramento.

2.) Modes: We will provide access to our services in three modes: walk-in, telephone, and Internet. Using these three methods will allow us to reach large numbers of people as well as allow individuals to use a method with which they are comfortable. Customers will be able to reach us through their home or business, public libraries, educational institutions, and community-based organizations. (These methods were described more extensively on pages 1 and 2.)

3.) Special Populations: At the One Stop Career Link Centers counselors have been trained to work with individuals with hearing deficit disabilities. We also have the ability to work with Spanish, Chinese, and Vietnamese translators. More translators are available through DHS. The National Council on Aging provides services to older adults. We will train staff at the Department of Vocational Rehabilitation to use the One Stop System so we will address the needs of many disabled workers.

Our new Mission site will be on the first floor with easy wheel-chair access to enter and use the system. Additionally, through the use of our self-directed referral system on the Internet, people will be directed to places that best meet their needs.

We will increase our capacity to serve people through our One Stop Access Points at community-based organizations. These agencies address the needs of special populations such as the disabled, youth, or non-English speaking immigrants. CBOs are very familiar with the needs of these populations and can adapt One-Stop methods to help serve them. These access points will allow people to receive services within their own neighborhoods which will make services more accessible.

C. Identify the strategies to be used to continuously refine and improve services in response to customer feedback for both job, education, and training seekers and employer customers.

Evaluation of services takes place for both employers and job, education, training seekers although the process is slightly different for both. Our current system is predominantly a paper and pencil evaluation. The requested grant funds will enable us to use the latest computer and network technologies to improve data collection and analyze results.

Customer satisfaction for **job, education, and training seekers** is monitored by anonymous evaluation forms handed out at the close of all group assessment, career development, and interpretation sessions. Customers assess the appropriateness of the service to their meet needs, the usefulness of the service, the clarity of the content and presentation, the ability of the presenter, and the degree to which their objectives have been met. Quantitative scores are entered in a software program and tallied for an overall satisfaction rating with the counselor/presenter and the content. To date, a mean score on all evaluations is 4.3, with a 5 equivalent to the top end of the Likert scale.

The evaluation forms are read regularly, and reoccurring suggestions are discussed during weekly staff meetings. In addition last year we held a focus group for job, education, and training seekers as well as one for employers.

Planned Changes:
Our electronic referral system will facilitate evaluation. Every time customers go through our electronic self-referral system they will be asked to evaluate the system. There will be a simple check-off form with room for additional comments at the end. The computer will automatically tally these entries and allow us to review any comments.

The One-Stop Access Points will also conduct their own evaluations which they will share with the Career Link Centers. In addition we will continue to conduct paper and pencil evaluation of orientation sessions, make random follow-up phone calls, and conduct an annual focus group. There will also be a suggestion box at the reception desk of the One-Stop Career Link Centers.

Results of all evaluations will be tallied, reviewed, and assessed by the Operations Working Group (each core agency has representation on the working group). Representatives on the Operations Working Group will bring information to his or her home agency where changes that would affect that agency can be discussed. The working group representative will report back to the Operations Working Group about how suggestions were received and what changes will be made. Any changes that improve the system will be made whenever possible.

II. Array of Partners and Extent of Collaboration

A. Identify the partners and describe the resources each current partner is bringing to the local One-Stop System, and the partnership's plans to build on the System over time by adding partners, additional funding sources, etc.

Partners bring a wealth of resources, expertise, and connections to our One Stop. There are three kinds of partners involved in the San Francisco One Stop Career Link System: core partners, supporting partners, and access point partners. The core group provide resources and staff at the One Stop Centers and consist of the following: the San Francisco Community College District (CCSF), the Department of Human Services (DHS), the Employment Development Department (EDD), the National Council on Aging (NCOA), and the Private Industry Council of San Francisco, Inc. (PIC). These organizations have a history or working together and are committed to continuing their support. An excellent working relationship exists among them, and the mission and goals of the One Stop overlap with the mission and goals of individual organizations.

Supporting partners link their programs with the One Stop and provide many of the same services to their clients. These are the San Francisco Unified School District, the State Department of Rehabilitation, the Jobs for Youth Program, and the Commission on Aging. These relationships are explained further in the section on regional initiatives (pp. 15 and 16). As the One Stop Career Link takes shape, it is expected that other organizations may desire to become supporting partners. A supporting partner would have substantial services that they can provide to customers and be able to designate what role that would take to support the One Stop as well as what resources they would commit to the partnership. Staff from supporting partners would participate in training to use the One Stop System.

Access point partners will provide all of the core services at their site, plus additional services that help meet the needs of special populations (e.g. foreign language, disabled, etc.). Access point partners are community-based organizations who meet a set of criteria: offer all core services, provide trained staff members to assist clients with services, have adequate electronic link-up capability, maintain evaluation records requested by the One Stop Centers, and are committed to being part of the One Stop partnership.

These One-Stop Career Link Access Points will be electronically linked to the One-Stop Career Link Centers. This will provide them information for clients as well as give them the ability to communicate effectively with all One-Stop partners. Access point partners will participate in evaluation procedures established by the One Stop Career Link Centers. As more community based organizations gear up electronically, we expect more to become access points. The PIC has a group of service provider agencies, the Mayor's Office of Children, Youth and their Families has a group of grantees, the San Francisco Public Library has a database of CBO's, and CitySearch has a list of CBOs on-line. All of these groups as well as others will be kept informed about the activities of San Francisco One-Stop Career Link. Should CBO's meet the criteria established to become a One- Stop Access Point, a partnership can be formed.

The resource contributions of the partners are listed in the in-kind budget and second year budget in Appendix C . The One-Stop Career Link Center staff will identify needs for additional funding. These needs may evolve out of the suggestions and evaluations provided by customers or from changes in the economy. Once a need is identified, staff from all participating agencies will be expected to work on finding funds and developing grant proposals.

B. Describe current and/or planned functional integration among various partners to ensure the successful implementation of the local One-Stop System, sharing of customer information, coordinated job development, marketing, etc. Include current agreements in place.

Integration of partners
Representatives from five agencies currently share quarters on one floor. These staff develop, implement, and carry out Career Link Services and share information with each other. The relationship among the participating staff is very collegial. The current Career Link Coordinator has conducted a joint decision making type of leadership, however, she will be retiring this year.

The new coordinator, funded by the Department of Human Services, will take leadership in expanding Career Link into the One Stop Career Link System. The coordinator of Career Link will lead decision making and project development by working with the One Stop Career Link staff. Supervisorial responsibilities such as payroll, pay raises, accounting of sick leave and vacation hours, etc. are conducted by home agencies. If a conflict arises, the procedures used to handle the conflict will be those of the individual staff member's hiring agency. If the problem concerns multiple agencies or the One Stop as a whole, the Oversight Committee (representatives from the five core agencies) will step in. The coordinator will keep the Oversight Committee informed of progress, problems, and needs.

With our move to the Mission, all staff from the different agencies will be working together on one floor. The Bay View-Hunters Point Center will also have staff from the five different agencies. While this core of people come from different agencies, they will be working by function rather than by their home agency. For example, all job developers will work together, all assessment staff will work together.

All core partner staff members working at the One Stop Centers (some may also work part time at the One Stop Access Points) will take leadership roles in addition to the role they play in their jobs. These leadership roles should help assure that all core services are well-maintained and the One Stop functions smoothly. One core staff member from each home agency (i.e. one core staff from EDD, one from CCSF, etc.) serves on the Operations Working Group which assists the coordinator with obtaining information about the staff member's home agency and helps work out

implementation details. Additionally, core staff members take leadership roles by type of service (i.e. one core staff member takes leadership for each of the core services (e.g. assessment, job placement, etc.) and by type of delivery (i.e. one core staff member takes leadership on services provided electronically, one on services provided in groups, and one on services provided on a one-to-one basis).

Sharing of Information
When a customer receives a service they are provided with a summary of that service as well as results of the activity in which they participated. They are encouraged to bring this information with them to the next service provider. Sometimes the agency to which a customer has been referred requests a formal report. In that case the referring agency makes a report and sends its to them.

Job developers from each core agency share leads and have joint meetings. Local employers who come here meet with all job developers together, and all job developers provide applicants from their applicant pool.

Sharing of information will continue to take place through staff meetings and working groups. Sharing of information on customers will be facilitated by improved electronic capacity. Once the state develops a universal application, this sharing will be vastly improved.

Marketing
Currently services are marketed in various ways: at two annual employer seminars conducted by EDD and the San Francisco Employers Advisory Council, and one annual seminar for employers conducted by EDD and the California Unemployment Insurance Council; through mass mailings promoting Jobs for Youth's Summer Jobs Program and year-round program for youth; through the annual Jobs for Youth Breakfast; through billboards, bus stop posters, videos, and spots on radio and TV, and articles placed in newspaper and Chamber of commerce publications.

By pooling resources marketing functions will be shared. Marketing to employers and job, training, or education seekers will be conducted in a number of places as described above and on pp. 6 and 7). Web sites with linkages to partners, the City's Web page, the San Francisco Public Library's data base, and many others will also facilitate marketing.

C. Describe how employers, labor, and other stakeholders will be continuously involved in developing policy and recommendations related to operation of the local One-Stop System?

Stakeholders will be involved in developing policy and recommendations through participation on our Policy Body and through customer feedback. The Private Industry Council will become our Policy Board. Its bylaws require 30 members, 20 of whom are private sector representatives from large and small businesses. Also, represented on the Council is organized labor, education, EDD, community representatives, a representative of the disabled community, the economic and the social services directors, and a former participant. A recent change to the bylaws will add a youth representative to the Council. The make-up of this Board will assure continuous participation in policy and recommendations.

Our evaluation procedures (discussed on page 8) will give us continuous feedback about how our services are working. Each year we will conduct one focus group with employers and one focus group with job, education, and training seekers. These focus groups will give us an opportunity to discuss in-depth evaluation with our users. We will also have electronic evaluation and conduct phone surveys. Additionally, each agency and community-based organization has special relationships with stakeholders. They will be able to feed concerns and suggestions from their client base through our electronic network.

D. Describe the capacity building and cross-training efforts that will be undertaken for staff of the various partner to ensure the successful implementation of the local One-Stop System.

A large part of the success for our plans will depend upon our ability to increase the capacity and expertise of staff in the various participating agencies. Career Link Staff as well as staff from all of the supporting and access point partners need additional training. We plan to use grant funds to hire career exploration training consultants and computer consultants (to be used in-part for training) and to pay for classes for community-based organizations to create Webpages.

Once trained, these people will train their own staff. We will only need to conduct training during the first year of implementation. After that, sufficient numbers of people will be trained and any updates can be communicated through e-mail.

Career exploration consultants will train staff from participating agencies about how to use our Self-Directed Referral System and CaCTIS, how to use the Internet to assist clients, and how to use other software or programs designed to help job, education, and training seekers (e.g. use of local labor market information, use of new Eureka software). This kind of training should help partners to use the One Stop System in an effective and efficient way.

Technology consultants will provide training for CBOs so that they can more efficiently deal with computer software and hardware. For example, we can show them how to install software and how to conduct trouble shooting.

We plan to provide classes (either through the Association of Bay Area Governments or City College) that will teach representatives from each participating organization how to create a Website and how to maintain it. This will increase the number of agencies we can refer people to via the Internet on our Self-Directed Referral System. This will also keep the system current.

One Stop Career Link Center staff will also need special training which the following: EDD's computerized job listings, Microsoft Access, TQM, enhanced telephone skills, workshop presentation skills, and legal and ethical issues of a career center. We will use the Statewide One Stop Task Force recommended "front line staff competencies" for One Stop Centers in California to identify training needs.

One Stop Career Link Center staff will continue to refine their Power Point presentations and give them to interested parties. These presentations give general information regarding One-Stop principals and Career Link services as well as provide statistics about customers served, customer client streams, and results of on-going customer satisfaction evaluations. These presentations go through a step-by-step process on how in-take takes place and how customers are directed through the system.

III. Regional Approach
A. Describe the analytical approach used and provide the economic data that supports the proposed region's boundaries and its direct correspondence to a significant labor market, e.g., civilian labor force, including employment and unemployment, industry clusters, etc.

Our current system targets the City and County of San Francisco. We will maintain this geographical focus when we implement the expanded system. Our decision to concentrate our outreach and services in San Francisco results from the following analysis of the City and County economy, industrial composition, and workforce.

Employment Growth and Projections: The City and County of San Francisco enjoyed rapid economic growth between 1970 and 1980 when the annual rate of job growth was 4.6%. However, during the following decade, few jobs were added and the annual rate of job growth

fell to one quarter of a percent. Three years of negative job growth followed during the recession period from 1990-1993. A weak recovery began in 1994 and the City is presently enjoying a fragile annual job growth of approximately one third of one percent per year.

Although San Francisco's job growth during the past decades has almost consistently been better than the State average, the County grew many fewer jobs during the past 25 years than the neighboring counties to the North, South and East of San Francisco. As an example, between 1970 and 1980, the North and South Bay enjoyed average annual job growth rates of 17% and 11%.   During the following decade, average annual growth rates ranged from 4.5% in the North Bay to slightly under 2% in the South Bay. And while the expansion slowed considerably in the East and South Bay between 1990 and 1995, San Francisco was the only Bay Area county to experience negative job growth during this period.

In terms of projected job growth, San Francisco also lags behind other Bay Area counties. The Employment Development Department estimates that San Francisco will grow jobs at a rate of .36% per year through 1999. This projection translates into the addition of only 13,100 new jobs to the local economy. By contrast, San Francisco's high-technology and export driven neighbor in the South Bay projects an annual rate of job growth of 1.5% between 1992 and 1999, an estimate which translates into the generation of more than 80,000 new job opportunities in that area.

Industries: The structure and sectoral composition of San Francisco's industries also distinguishes the country from its neighboring counties. San Francisco has the region's highest concentration of service jobs and the Bay Area's lowest concentration of manufacturing jobs. While the service sector generates 31% of all jobs in the Bay Area, it supports 37% of all employment in the City. Manufacturing, which generates 15% of all Bay Area jobs, accounts for only 7% of jobs in San Francisco.

From a regional perspective, San Francisco leads not only "services," but also financial, insurance & real estate (FIRE) jobs, and communication and utilities. Our share of Bay Area employment in these three sectors are 21%, 34% and 25% respectively. San Francisco's service sector currently generates 195,000 jobs and contributes significantly to job generation in several of the City's key industries such as Hospitality, Healthcare and Multimedia. The second largest sector is government which supports 82,000 workers (16% of the local workforce). It is followed by retail at 74,000 (14%) and FIRE jobs at 65,000 (12%). Manufacturing employs 32,000 workers. Wholesale trade, transportation and communication follow, each accounting for less than 5% of the total laborforce.

The City's largest industry is hospitality which accounts for 66,400 jobs or 13% of the local labor force. Stated differently, close to one in eight San Franciscans work in this industry. The hospitality industry's largest occupational clusters are food services and preparation and retail sales, job areas which tend to be low-skill, low-pay and lacking in advancement opportunities. Yet, it should also be noted that the hospitality industry serves as a point-of-entry into the San Francisco labor market for many of the City's new immigrants. Further, occupational specialty areas such as food and lodging management, hotel desk clerks and jobs in event planning and management offer better than industry-average wages combined with attractive career paths.

Business services, one of the City's fastest growing industries, is highly diverse and grows high skill-high wage as well as low-skill, low-wage jobs. The growth this industry is enjoying correlates almost directly to the rise of the City's small business sector and to the resulting increased out-sourcing of services such as advertisement, mailing, photocopying, computer and data processing and building maintenance.

Healthcare also continues to grow at a rate which exceeds the county average. Like hospitality and business services, this sector generates jobs which are likely to be relevant to job seekers using the One Stop Career Center. Indeed, the industry's ability to generate entry-level jobs

which, although they can be accessed with relatively little preparation, open the door for good career tracks make healthcare a highly attractive target for job seekers.

San Francisco industries expecting strong growth include multimedia and biotechnology. Both offer attractive job opportunities to individuals who possess strong foundation as well as technical skills.

Workforce: San Francisco's population of 760,000 residents is highly diverse and multi-cultural. More than one-third of all San Franciscans were born outside of the United States and about one half of these new immigrants entered the country between 1980 and 1990. One in five local workers are Asian or from the Pacific Islands. Hispanics and Africa-Americans each represent 12% of the labor force, or slightly less than one in every 8 workers. Caucasians comprise slightly more than half of the workforce.

San Francisco is also highly diverse in terms of educational achievement. More than one in every three workers holds a college degree. Slightly under one in five holds a masters of professional degree. As a basis of statewide comparisons, one in five workers in California has a bachelor's degree and one in ten holds a higher degree. Yet, the disproportionally large number of highly educated workers is offset by a large group of workers who lag behind. More than one fifth of San Franciscans over the age of 18 did not complete high school and 19% of residents have no more than a high school degree.

The extremely diverse nature of the workforce has important implications for educators and trainers. The fact that one-sixth of the local laborforce is composed of recent or relatively recent immigrants translates into a huge demand for instruction in English as a Second Language and implies that effective service providers must offer access to bi-lingual staff members. Further, the prevailing inequity in educational attainment, job opportunities and income implies that although the local workforce is highly educated, there is a great need for basic and technical skills training among those large groups which continue to lag behind.

San Francisco One Stop Career Link Focus: Each member of the current Career Link has dedicated years to developing the expertise and experience which is required to serve the City's extremely diverse constituencies and to building linkages with other groups which can support and enhance outreach and services to special populations. The notion of extending the network and its services beyond the City and County boundaries is unworkable and would result in a serious loss of focus and effectiveness for each member of the One Stop Shop and for the network as a whole.

By contrast, the proposed expansion will strengthen our internal network as our access points provide customized services to minority and disadvantaged populations who, although in need of our services, are most difficult to reach and serve because of language or other barriers. By maintaining the San Francisco focus, we will also be able to build and concentrate our expertise on the City's industries, a fact which will enhance our understanding of the local job market and thereby our ability to serve local employers.

In short, the requested grant will enable us to deepen and expand the services we provide to the City and County of San Francisco. Within this context, we will maintain the spirit of regional collaboration which has historically characterized interaction between service agencies in the Bay Area. As part of this effort, we will make a commitment to sharing with other Bay Area counties the experience and expertise we gain from implementing the expanded and enhanced One-Stop Career Link, and we will collaborate with our regional counterpart to establish formal and informal networks of communication between our agencies and networks.

B. Describe the linkage between regional economic development plans, other regional initiatives, and the strategies for integrating these initiatives.

Because of the central role that each of the One Stop Career Link core agencies plays in the planning and implementation of economic and social policy making in the City, our system is intricately connected to all major local economic development plans and to the groups which are responsible for the design and implementation of these initiatives. The proposed expansion in our capacity and scope will further enhance our ability to collaborate with and play a leadership role in local as well as regional workforce education, welfare, and economic development efforts.

Current linkages include participation in the following local economic development initiatives: Welfare Reform, School-to-Career, Community College Economic Development plans, Jobs for Youth, and Senior Centrals.

Welfare Reform
The Mayor has put together a Task Force on Welfare Reform that includes representation from EDD, the Commission on Aging PIC, City College, DHS--all One-Stop Career Link partners. Among the recommendations discussed in this Task Force (a report will be released at the end of May) is one that the City must put in place a comprehensive workforce development system available and accessible to all residents seeking assistance with labor market transitions. This system must provide services to those already in the workforce who are seeking information about how to obtain better-paying work, those dislocated workers forced to seek new career opportunities and those who are new entrants to the labor market who need help in identifying and accessing jobs and skill development resources. This workforce development system must be open to all residents on an as-needed basis, and not be restricted to those receiving public assistance, so as to break the cycle of needing public assistance to access opportunities. The One Stop Career Link System proposed here meets these needs.

Also recommended is to establish a system of neighborhood-based career centers to deliver services and make referrals. These neighborhood centers would also provide free and low-cost services to neighbor-hood businesses by connecting them to future workers, providing them assistance in retaining employees, and developing business applications, automation systems, and other services. Again, the San Francisco One Stop System with access points at community-based organizations can meet these needs.

School-to-Career
The San Francisco Unified School District (SFUSD) has had a number of school-to-career programs at various schools. In the last year the school district has become more committed to promoting a school-to-career approach to learning. They have hired a school-to-career coordinator for the district as a whole and plan to assign a school-to-career coordinator to every high school in the district. These coordinators will link up with the One-Stop network as well as participate in some of the cross training efforts that will carried out for the One-Stop Access Points. The coordinators will then share what they have learned with counselors and instructors at their school site. Instructors can build class lessons that will use the One Stop System via the Internet. Counselors may access the system from their computers and help individual students.

In addition SFUSD will have computers with Internet connections located at their five Beacon Center sites. A staff person from each of these sites will participate in the One Stop training in order to be able to assist people who come to the Beacon Center to use the system. Beacon Centers are open evenings which greatly extends the time that people can use the system.

Community College Economic Development Plan
City College of San Francisco is currently preparing an economic development plan which outlines how the educational institution can assume a more active role in the local economic development process. The strategy proposed by the plan pivots around the development and

enhancement of partnerships between CCSF and other stakeholders in the local economic development process.

CCSF's participation in the One Stop Career Link System represents a major step in this effort. The proposed expansion of Career Link will further enhance the college's ability to become a key player in the City's economic development process.
The preliminary plan calls for the following:
• Enhanced understanding of the current state of the San Francisco economy and of the forces which drive key industries.
• Enhanced understanding of the education and training needs of key industries
• Enhanced familiarity with other education and training programs which are seeking to meet these needs and thereby enhanced ability to collaborate and avoid duplication
• Identification of gaps in the local educational delivery system and in the education and training sector's ability to respond to the training needs of key industries.

CCSF will be assisted in meeting its goals by working with PIC and EDD as well as connecting to the One Stop's proposed resource referral system and CaCTIS. CCSF can use material generated by PIC and EDD that will help CCSF understand the current and projected state of the economy. Each career cluster organized at CCSF will identify their needs and the needs within the industry. These kinds of partnerships will help facilitate placements for graduates, procuring updated equipment, and revising programs. As training needs are identified, CCSF will respond by offering an assortment of training which in turn will be made known, in part, through CaCTIS.

Jobs for Youth
The privately-financed "Jobs for Youth" program is a collaborative effort of San Francisco's business community (i.e., the Chamber of Commerce, the Committee on Jobs, the Small Business Network, the PIC, etc.) and of its youth-serving organizations (i.e., the EDD, the San Francisco Youth Employment Coalition, the SFUSD, the PIC and its subcontractors, etc.). It is a comprehensive youth employment program for young people aged 14-24.

Jobs for Youth offers companies a simple and efficient way to access a city-wide pool of pre-screened, qualified young people from local schools and neighborhoods to fill open positions within a company or to participate in a company's work-based learning program. Through a single point of contact, Jobs for Youth represents the more than 60 community organizations and governmental agencies that provide placement and supportive services for youth in San Francisco.

Jobs for Youth will be a supporting partner by becoming part of our electronic communication network. A staff member will be selected to become an "ambassador" (point of contact) and our self-directed referral system will have linkages to the program. Staff from the program will participate in training to use the One Stop System

Senior Centrals
A city senior services task force drew up a senior services plan that included creating ten One-Stop Senior Centrals. Four Senior Centrals are already active. Since their two top concerns are housing and employment, we will provide training to Senior Central staff as well as make them part of our Self-Directed Referral System and our electronic communication network.

C. Describe how the local One-Stop System will support or improve economic development, and services to employers and job, education, and training seekers.

The proposed expansion of San Francisco's One Stop Career Link will provide a streamlined and professional service that enhances San Francisco's workforce education and economic development process. This collaboration that will involve the establishment of an electronic communication network and staff training will enable us to obtain a high level of understanding of the services that our partner agencies provide. This knowledge, in turn, enhances our ability to

make referrals and to maintain contact with individual clients as they move through the service bureaucracy.

San Francisco already has many of the services needed by employers and employees to support and improve economic development. Identifying those services and finding out how to use them is the most challenging part. By consolidating information, implementing a system for updating that information, and by making that information easy to access, we can vastly improve the ability of customers to utilize what already exists.

The collaboration has also enhanced the partner agencies' ability to coordinate a response to local policy issues. As an example, we have jointly approached the challenge of developing a local response to Welfare Reform, and our collaboration can significantly enhance our ability to be heard by local decision makers.

The new technologies proposed will also make the system much more appealing for local employers. With the help of a targeted marketing effort, we expect to significantly increase both the number of employers we serve and the frequency with which each business client uses the system to identify a good job candidate or to list an opening.

Finally, the expansion of the system to include both community-based organizations and link to the Unified School District, Senior Centrals, and the Jobs for Youth Program will transform the One-Stop System into a key participant in the local economic development process and one whose experience, expertise and resources are unmatched by any one local institution or agency.

D. Identify what processes the partnership has in place to respond effectively to changes in the region's economy.

Changes in the economy will require a coordinated working strategy from the partners. The Mayor's Office of Economic Development will seek ways to create job opportunities through streamlined services and incentives for potential employers. Information will be shared among the partners responsible for preparing job seekers for the workforce. This will be done primarily through the State-developed CaCTIS information program which will be available through the Internet as well as the electronic communication network to be set up for partners. Shared information about employment forecasting will allow the partners to develop or modify services and training programs.

The One Stop already has a program experienced in rapid response to displaced workers. A team comprised of staff from the participating agencies provides services to affected individuals. At the request of the employer a Career Link team meets with employees to offer services for the laid-off workers and help them make a transition to new work.

IV.   Demonstration of Readiness

A. Describe specific steps taken to date to implement a local One-Stop System.

The San Francisco One Stop Career Link began as an assessment center in 1992 through a federally funded program and was located at City College. In 1994 the assessment center moved into the EDD building where PIC had also recently moved. GAIN staff were added and at this time Career Link began to have many of the aspects of a One Stop Center. It offered the core services required by the state, but there were steps to take before it could become the kind of place described in the California Vision paper.

Beginning in the fall of 1995 the Department of Human Services and City College of San Francisco provided staff and funds to add essential elements to the core services. EDD, PIC, the Department of Human Services (DHS), and City College of San Francisco (CCSF) each provided

staff and integrated services to meet the varied employment needs of job seekers and employers.

An Oversight Committee was formed which consisted of the Job Service Manager from EDD, the President of PIC of San Francisco, the Dean of Vocational Education from City College, the Program Manager, Employment Training Services Division from DHS, and the coordinator of Career Link. Later the Project Director from the National Council on Aging joined the committee. A vision paper was written in May, 1995 describing ideas for a One Stop Center and in May of 1996, a second draft of the vision paper was written. While there was a great deal of enthusiasm on the part of the Career Link staff, it was not yet clear how to move toward the desired vision.

The Oversight Committee had idea about what they felt was needed but wanted to see what customers wanted. Career Link held two focus groups, one for job education, and training seekers and one for employers. Both focus groups were useful in helping determine what the community desired.

The Oversight Committee next solicited ideas from the Career Link staff and developed a set of goals. Those goals were distributed to all Career Link staff as well as additional staff in each of the agencies that were connected in some way to Career Link. A couple weeks later, representatives from each agency (35 participants in all) got together for a day-long strategic planning meeting. Participants broke down into smaller groups each with representation from all participating agencies. Each group then took a goal to scrutinize. After making any adjustments in the goals that appeared important, they mapped out several strategies for achieving those goals as well as indicated who would have responsibility for each strategy and by when the strategy should be accomplished. Input was written up and working groups were formed for each goal. The task of the working groups was to look critically at what had been put together and refine and elaborate on what had been developed.

PIC called together all of their service agencies to discuss the One Stop and how community based organizations could be part of this project. The CBOs came up with a list of how they could contribute.

In the coming summer all of Career Link will be moved out of the current EDD building to another location where staff from all of the One Stop Core partners will be co-located on one floor. A second center will be needed because the city is densely populated. Placing sufficient staff to serve the whole population at one center would require much larger facilities.

By building upon what is currently in place and making several changes, we can greatly expand our capacity and service. The planned move, the creation of a second center and several access points, and changes in electronic access should finally make San Francisco a true One Stop Career System.

B. Identify any anticipated barriers to local system building, implementation, or operation, and describe the possible solutions for overcoming these barriers.

While we have seen a great deal of cooperation and consensus about direction, there are clearly areas that will be a challenge. These include the following: 1) differences in agency's culture, 2) expense of technology infrastructure, 3) need for large capacity, 4) language barriers, and 5) economic changes.

Challenge 1--Agencies have different cultures.
Each agency involved has a different culture and a different mission. This can make communication a challenge. Those staff members currently working with Career Link on the lower level have had excellent relations in their collaborations. Now we will involve larger numbers of people in those agencies and extend the number of agencies with whom we work.

We plan to use some of the successful techniques we have used in the past to make communications go smoothly.

We will operate at the One Stop on a functional basis rather than on an agency basis, i.e. whether from PIC, EDD, DHS, etc. job developers will share their information on job development. We will share job openings among core partners and community-based organizations.

We will conduct cross-training, collaborative meetings, try to avoid duplication of services, share Software when possible, and have someone in charge of communications for each function.

Challenge 2--Technology infrastructure is costly.
Building the technology infrastructure is costly. While the One Stop Career Link Centers will have sufficient hardware and software, we will need to increase the technological capacity for current and future access points. Most CBOs are aware that their clients can be better served by increasing their capacity and a number of them hope to increase their technological capacity. We believe that by providing technical assistance as they gear up, as well as training to CBOs, they will be able to do this more cost effectively.

System upkeep is also a large expense. Again, training for CBO staff will help them keep up their own systems. The first year we plan to provide technical consulting for partners. By sharing a technical person we will cut costs. We expect that greatest need will be in the beginning when we set up systems. If a technical person is needed beyond the first year, we will look into using student interns from CCSF and San Francisco State University as well as sharing costs among all partners.

Challenge 3--Must have the capacity to serve many people.
The California State Department of Finance City of San Francisco currently has more 778,100 residents. An additional 126,000 people come to the city daily to work. San Francisco is also a traditional point of entry for many immigrants. In order to meet the demand we must increase our Access Point partners as well as train more staff. At the same time we must continue to shift emphasis to self-directed and group services (rather than one on one).

Challenge 4--Customers have language barriers.
As a traditional entry point for immigrants, San Francisco has a population of diverse speakers. Language barriers hinder many people from identifying the services they need to become employed. While there are excellent English-as-a-Second Language courses available in the city, we need to rely on staff who are multi-lingual. Our partner agencies as well as our community-based organizations have the ability to translate, however, we also plan to translate our Self-Directed Referral System into at least three additional languages. If needed, we can also establish a program to share interpreters.

Challenge 5--Employer needs change rapidly.
Keeping up with employer needs is a challenge, particularly in technology. The Bay Area is a leader in technology development, and staffing and training needs change quickly. City College has several employer advisory councils and is establishing more of these to help keep up with training needs of employers. Private postsecondary institutions are required to gather input from employers regarding training needs. As training programs change, information can be fed into CaCTIS to help job, education, and training seekers keep up with changes.

C. Describe the local One-Stop policy body that will be responsible for local One-Stop System planning, fiscal responsibility and liability, oversight of the Centers(s), policy-making, certification, and participating in ongoing State oversight.

The Mayor of San Francisco has agreed to assume fiscal responsibility and liability for this project. The Private Industry Council which is responsible for the oversight of other federally financed employment and training including the Job Training Partnership Act, Refugee

Employment and Mc Kinney Homeless programs will serve as the "policy body" for the One Stop in San Francisco. The Private Industry Council of San Francisco, Inc., through a memorandum of understanding with the Mayor's Office, also serves as the administrative entity and recipient of the federal funds.

Policy decision and oversight of the One Stop will be the responsibility of the Private Industry Council in partnership with the Mayor. The council meets a minimum of seven times a year. The committees of the Council meet on an as-needed basis. As stated on page 11, the Council has representation from organized labor, education, EDD, community representatives, a representative of the disabled community, the economic and the social services directors, and a former participant.

D. Describe the specific steps taken to date and anticipated in the future to collect data on outcome measures and quality assurance requirements in at least five areas: employment outcomes, learning outcomes, customer satisfaction, cost and service effectiveness, and customer access.

The San Francisco One Stop Career Link and the EDD both collect data on customers and outcomes. The collection of data will be enhanced by technology in the future.

Employment Outcomes: EDD currently keeps track of some employment outcomes through follow-up phone calls and surveys. Both employers and employees are called and surveyed.

Learning Outcomes: Currently the only customers who are called about learning outcomes are those involved in the GAINS & GATES program. Individual colleges and training programs keep statistics on learning outcomes. In the future we will send out post cards to customers who use our service and call a random sample of people to track customer progress in learning.

Customer satisfaction: Career Link uses evaluation surveys for anyone going through an orientation or assessment services. Partner agencies also carry out customer satisfaction surveys. In the future we plan to use a quick evaluation survey on our self-screening for eligibility Web pages. Random calls and an annual focus group will also help to assess customer satisfaction.

Cost and service effectiveness:
We currently review our budget twice yearly and compare total spending with the number of clients served in various areas. We plan to continue this, however if the state develops an automated management information system and cost accounting tools, we hope to use it to improve our ability to assess cost effectiveness.

Customer Access: Career Link and EDD keep records on clients served including race & ethnicity, first language, disability, and veteran status. The San Francisco One Stop Career Link System will continue to do this.

E. Provide a two-year timeline of key tasks, milestones, and products.

*Strategies:
1. **Expand physical capacity of Centers and Access Points.**
2. **Create communication system for all partners.**
3. **Provide on-line self-screening for program eligibility.**
4. **Develop promotional materials.**
5. **Conduct cross training.**

MONTH	#*	KEY TASKS	MILESTONES
Oct-97	1-5 3 2,3,5 5 4 4 1 3 1,2,4 3 1	*Hire Administrative Assistant & Office Technician.* Hire consultant to identify services to be placed on Internet. *Hire technical consultants.* *Hire career exploration trainers.* *Identify who will create orientation video.* *Establish video working group.* *Meet with CBOs considering becoming Access Points.* Establish Web site working group to create Self-Directed Referral System (SDRS). Begin identifying Ambassadors for communications. Refine design of Web Pages. Continue plans for second Center.	Staff and consultants hired. Working Group established to create SDRS Working Group established & vendor identified to create orientation video.
Nov-97	1 2 1 1 4 3 3 1,3,5 1 5	*Sign MOUs with CBOs to be Access Points.* *Complete identification of Ambassadors.* *Finalize plans for second Center.* Purchase electronic screen for Mission Center. Begin making orientation video. Continue to identify services. Begin programming for CL Web pages for self-directed referral in English. Begin training CL & CBO staff to create and maintain Web pages. Begin assisting Access Points to install and maintain hardware and software. *Begin training Access Points to use Career Exploration materials.*	Access Points determined. Ambassador Group established.
Dec-97	1 1 2 3 1,3,5 3 1 4	*Create second Center.* *Install and begin using electronic video screen at Mission.* Begin creating a communication network of partners and referral sources (via e-mail, electronic bulletin board, and chat group). Continue to identify services. Continue to train CBO staff to create and maintain Web pages. Continue to program for CL Web pages. Continue assisting CBOs to install and maintain hardware and software. Continue working on orientation video.	Second center established. Electronic screen installed at Mission.

MONTH	#*	KEY TASKS	MILESTONES

Jan-98	1	Begin remodeling lobby to create a workshop space.	Referral resources identified.
	3	Complete identification of services.	
	3	Update Web page with newly identified services.	
	2	Complete creation of communication network.	Communication network established
	1,3,5	Continue to train CBO staff to create and maintain Web pages	
	5	Continue to train CL & Access Point staff in Career Exploration materials.	Orientation video completed.
	4	Complete orientation video.	
Feb-98	1	Complete remodeling of workshop space.	Workshop space completed.
	3	Begin testing self-directed referral system at Career Link Center.	
	3	Continue update of CL Webpages.	SDRS available at Career Link Center.
	2	Begin using communication network and continue to update.	
Mar-98	3	Evaluate and iron out kinks in self-directed referral system at CLC.	Spanish version of SDRS completed.
	3	Continue update of CL Webpages.	
	2	Use and update communication network.	
	1,3,5	Continue to train CBO staff to create and maintain Web pages.	
	3	Translate self-directed referral system into Spanish	
Apr-98	1,3,5	Begin training staff at access points to use system.	Access Points trained and ready.
	1,3,5	Begin testing self-directed referral system through access points.	
			SDRS available at Access Points.
May-98	3	Evaluate and iron out kinks in self-directed referral system when used by access points.	
	3	Begin translations into Cantonese and Russian languages.	
June-98	3	Complete translations for self-directed referral system in Cantonese and Russian languages.	Translations completed for 2 additional languages on SDRS.
	3	Begin testing self-directed referral system on Internet-- open to all.	
	4	Begin developing promotion campaign.	SDRS available on Internet.
July-98	3	Evaluate and iron out kinks in self-directed referral system on Internet.	
Aug-98	3	Hold focus group with service providers to assess how system works.	Focus group for service providers held.
Sept-98	3	Refine system based on feedback from users.	Promotion campaign implemented.
	4	Begin wide-spread promotional campaign.	

F. Describe in detail how the local One-Stop System will use technology to facilitate the operation of the local system. identify the local information system that will be used, and describe how it will be managed and maintained.

San Francisco is rich in resources to assist people, yet many people do not find their way to these services and we are not able to keep up with the numbers who need service. Technology

will greatly expand San Francisco's ability to serve more customers, to increase our efficiency, and to make information and services more accessible.

There are three pieces to our technology plan: 1) provide technical assistance, 2) create and pilot software for the Internet, and 3) improve communication among service providers. Each of these are explained in brief below.

1) Provide technical assistance
The One Stop Career Link Centers are fortunate to have sufficient computer hardware supplied by various partners. However, much of our ability to serve special populations will come through using our network of access points who are community-based organizations. We surveyed 53 CBO's who work in job and career related areas. Sixteen returned surveys indicated a strong interest in becoming part of the One Stop System. (See Appendix B.) CBOs varied a great deal on their current capacity, but most expect to increase their capacity in the near future. By providing technical assistance we can help them gear up to meet their clients' needs.

2) Create and pilot software
We plan two software projects. First, we will act as a test site for CaCTIS. This will enable Career Link Centers and access points to connect to this important information.

Second, we will build an electronic system Self-Directed Referral System (described in detail in the "Technology Pilot" proposal) that will provide a directory of services, resource referral information, and self-screening for program eligibility.

We will also provide classes for community based organizations who wish to create their own Web pages. Staff members from CBOs will learn to create and maintain their own Web page. These Web pages will then be linked to our One Stop System.

3) Improve communication among service providers
One of San Francisco's biggest challenges is to keep informed about what everyone is doing. Creating an electronic communication system among our service providers will help us to keep up-to-date.

As we become a "System" with two centers, supporting partners, access points, and related agencies we will be able to send announcements to everyone on the system electronically. We will also set up chat groups to discuss problems, working together to apply for grants, descriptions of best practices and so forth. We will create guidelines for this system so that users are not inundated with useless information and the system is used only for its stated purpose.

G. Describe how the partnership will ensure that staff for the policy body will not be a part of, nor manage, a One-Stop Center.

The One Stop Career Link Center will be located within the Employment Development Department's premises. In July of 1997 Career Link will move to its new location. Staff from the Department of Human Services, City College of San Francisco, the National Council on Aging, and the PIC will be co-located within the center. The day-to-day management of the One Stop part of the premises will be provided by the EDD Job Services Manager with overall coordination and leadership also provided by the One Stop Career Link Coordinator. In addition, the PIC staff assigned to the One Stop Career Link System do not have direct responsibilities to the Council.

<div align="center">

TECHNOLOGY PILOT PROPOSAL

I.   Demonstration of Readiness
</div>

A. Describe in detail the partnership's efforts to develop an electronic service delivery system for the local One-Stop System.

(Also see pages 17 and 18 on Implementation proposal.)
During the discussions we had with partners and potential partners we became convinced that many services existed in the community. Being able to identify and find access to those services, however, was not easy. There was strong agreement that technology could help us meet these challenges. More specifically, we agreed to vastly improve our ability to serve customers we needed two things: 1) an electronic system that would provide a directory of services, a self screening process for eligibility, and a resource referral system, and 2) an electronic communication network.

In order to confirm the feasibility of creating these systems we discussed the idea with MIS representatives from City College and the city government. We also met with a representative from the Association of Bay Area Governments (a non-profit organization). All three people assured us that what we wanted was fairly standard and not difficult to do.

Next we looked at the technology capacity around the city. We surveyed community-based organizations and found a great deal of variation in their technology capacity--yet all expressed interest in the system. (See survey results, Appendix B.) The San Francisco Unified School District will have computers at each of their five Beacon centers, and the San Francisco main library plus three branch libraries have public access to computers. These computers will all have access to the Internet.

B. Detail current application software providing electronic services to customers or center staff. Include a description of the service.

We provide an array of software that clients use to help do everything from aptitude testing and career planning to resume preparation. A matrix of the software applications we use are in Appendix D. Some staff also have access to e-mail.

C. Identify how enhancements, upgrades, and maintenance changes are performed to current application software.

Career Link staff identify needs for software enhancements, upgrades, and maintenance by working with software, reviewing customer satisfaction surveys, reading publications, and attending conferences that present new software.

All Career Link partners provide support to carry out these changes. The San Francisco Employer's Advisory Council provides an annual budget for repairs and software upgrades for computer equipment that they provide to Career Link. City College has a full-time computer system information staff person who can be called upon. DHS has a full time senior programmer analyst, and EDD is supported by the Department's Consolidated Help Desk, a full-time PC support staff person. Training on equipment and software is provided by each of the partners and is open to all staff.

II. Proposed environment
A. Identify the partnership's goals for its service delivery strategy, and describe how Technology Pilot Grant funding will be used to achieve these goals.

During its strategic planning process Career Link delineated five main goals for its One Stop system:
1) Provide "Job-Education-Training Seekers" easy access to a range of core career development services, as well as any additional information and services needed to make optimum career decisions, prepare for employment, and find appropriate jobs.
2) Provide employers from all industry sectors easy access to a range of core services as well as any additional information and services needed to make human resource decisions.
3) Create and maintain effective communication links with organizations offering services, education, training, or jobs.

4) Establish long-range financial stability and deliver services in a cost-effective and efficient manner.
5) Assess and improve services by using ongoing evaluation of process objectives, measurable outcomes, and client satisfaction.

The Technology Pilot funds will create a system that affects each of these goals. Using a user-friendly system to identify customer needs, provide referrals to programs and services, and conduct self-screening will improve access to core services for both education, job, and training seekers as well as employers (goals 1 and 2). It will help maintain effective communication links with service providers by providing e-mail access and chat groups for service providers (goal 3). It will deliver services in a cost-effective and efficient manner by increasing the number of customers who can use the system and by making it easy for staff to keep up with what is available elsewhere (goal 4). It will help us to assess and improve services since we will have an evaluation screen for users that can be easily tallied and scanned for suggestions (goal 5).

Creating this electronic system is one strategy for meeting our goals. A second strategy is to create access to the system. Customers with computers linked to the World Wide Web will be able to connect to the system. This is important since we know that people come to San Francisco from other counties. We will also identify One Stop access points at community-based organizations throughout the city where staff will be trained to use the system. This will improve the utilization of services because community-based organizations can very effectively serve people with special needs (e.g. non-English speakers, disabled, seniors) who might have difficulty using the computer by themselves.

In addition SFUSD will have computers with Internet connections located at their five Beacon Center sites. A staff person from each of these sites will participate in the One Stop training in order to be able to assist people who come to the Beacon Center to use the system. Beacon Centers are open in the evenings which greatly extends the time that people can use the system.

B. Describe in detail how the proposed application software will provide electronic services to customers. Include a description of the services and who will use these services.

The San Francisco One Stop Career Link proposes to build an electronic system that will provide a directory of services, resource referral information, and eligibility for self-screening.
It can be used by job, education, and training seekers as well as employers. Using a series of simple questions, customers will be able to identify what services they need and find out how to access those services. Customers can click on an agency name to link to the agency's Website. The agency Website will help customers determine their eligibility and tell what kind of documentation is needed. A link will also be provided to the EDD designed program CaCTIS (San Francisco is a test site). Customers can receive printouts of this information.

The One Stop Web sites will be designed using very simple language and very simple screens (very little graphics). This will facilitate use by people with low reading levels and machines with very slow modems. Most screens will ask someone to click on a spot. A few screens will require people to type in a piece of information. Since San Francisco, and California in general, is home to many new immigrants, the program will be available in English, Spanish, Cantonese, and Russian.

C. Define the benefits the technology pilot proposal will provide in terms of serving customers and advancing the statewide electronic One-Stop vision.

The implementation of this system fits the inverted triangle model for increasing self-directed use of the system. It provides more customers access, and it provides faster access to what customers need. It also meets the criteria for an open systems environment, using TCP/IP communications protocol, and Internet technologies and tools.

This system will link be able to link to any system the state designs for the Internet. For example, if a person believes they are eligible for certain services and they want to register using a state-designed universal application, with a click of their mouse they can link to the application and complete the application (if the application is put on the Internet). If the state designs improved statewide labor market and career information, customers will be able to link to that information (including CaCTIS).

D. Describe how center staff will be trained in the use of the proposed technological solution.

The proposed technological solution should be so easy to use that it requires very little training. Nevertheless we plan to have training sessions for representatives from community-based organizations, Beacon Centers, Vocational Rehabilitation, and any other agency staff who want to use the system. Once trained, these people will train their own staff. We will only need to conduct training during the first year of implementation. After that sufficient numbers of people will be trained and any updates can be communicated through e-mail.

To make this system more effective, however, there are two other kinds of training that we plan to conduct. First, we plan to provide classes that will teach representatives from each organization how to create a Website and how to maintain it. This will increase the number of agencies we can refer people to via the Internet. This will also keep the system current.

Second, we plan to train staff from agencies and community-based organizations to use other Internet sights as well as software programs that will help them assist their clients. We will expose them to self-directed software their clients can use, and we expect they will have ideas to share that will assist all of us toward getting people the exact help they need more quickly.

III. Demonstration of Partnership and Extent of Collaboration

A. Describe in detail partner agreements already in place which manage design and use of application software and identify how the pilot will enhance service delivery and/or local partnership participation.

(Also see Appendix H-- List of Letters of Support)
We will develop a "memorandum of understanding" with each access point that will spell out our exact responsibilities to each other. Thirteen community-based organizations have already expressed a serious interest by providing us with a letter of support.

B. Detail how proposed software will be shared among the One-Stop partners. Identify how the application software will enhance integration and/or service delivery among partners.

The software will be tested first at the One Stop Career Link Centers. Next, it will be tested at the One Stop Access Points by giving them a password to access the system through the Internet. Finally, it will become available to anyone who can access the Internet.

The system will enhance service delivery by making it easy to 1) identify and work with the large number of agencies and services available in the city, 2) match which resources fit customers needs, 3) conduct self-screening for eligibility, 4) determine what customers must do to register for a service, and in some cases 5) provide direct access to a service (e.g. reviewing labor market information or registering for an orientation).

C. Describe in detail how agreements concerning the usage and ongoing maintenance of the proposed application software will be addressed by the One-Stop partners.

All partner agencies and CBOs must agree to update their own Website. All agencies and CBOs who are provided training for the creation of a Web site must agree to updating their own site. If changes at an agency or CBO will affect who gets referred to them (e.g. changes in eligibility, change in location, etc.), CBOs will be expected to notify Career Link.

While it will be in the interest of the agency or CBO to make updates, a staff member of Career Link will be responsible for getting in touch with any agency or CBO where updates do not seem to be occurring. If problems persist or a CBO no longer exists, a linkage will be removed from the system. Changes in the system will be made and verified by a Career Link staff member.

IV. Regional Approach

A. Detail how the electronic services being proposed by this technology pilot will be used by other centers/access points regionally and/or statewide.

As described earlier, customers with computers linked to the World Wide Web will be able to connect to the system from anywhere in the world. We will also set up One Stop Access Points at community-based organizations throughout the city where staff will be trained to use the system. The school district will have computers with Internet connections located at their five Beacon Center sites. A staff person from each of these sites will participate in the One Stop training in order to be able to assist people who come to the Beacon Center to use the system.

The Association of Bay Area Governments will be able to assist other Bay Area One Stops to create similar systems. San Francisco Career Link will keep a notebook of their experiences to assist other One Stops in creating similar systems. Notes will be posted on their Website.

V. Implementation Approach

A. Describe in detail how the project will be implemented. Include project description, scope, objectives, and milestones.

One-Stop Career Link staff will design Webpage screens working with a consultant. We will also bring in customers to make certain that the language is understood and meets their needs. At the same time a consultant will identify agencies and CBOs that should be included and ask them to provide eligibility criteria. Another consultant (discussions have been held with ABAG) will create the Webpages and ABAG will host us on their server.

At the same time we will begin providing classes for CBO staff to create Webpages if they do not already have them. Classes will also teach how to maintain the sites. Both ABAG and City College offer these classes.

Once the pages are created, we will test the Webpages at the One-Stop Center. After use, evaluation, and refinement, we will translate the pages into three other languages--Spanish, Russian, and Cantonese and test the pilot at our access points through the Internet. (They will be given passwords to access the system.) When the bugs are ironed out, we will make it available to anyone who can access the Internet.

Our objective is to identify all agencies and CBOs that should be part of the system and have them create Webpages that clearly list their eligibility criteria, their services offered, and their process for receiving services. Our milestones will be 1) the identification of the agencies, 2) the establishment of Webpages for those organizations, 3) the creation of the pilot, and 4) the successful use of the system.

B. Provide a detailed work plan by month.

See pages 21 and 22 on Implementation Proposal.

C. Identify in detail any risks in the areas of financial, technological, or organizational change that may be encountered implementing this project and steps that will be taken to limit these risks.

(Also see page 18 on Implementation Proposal.)
The main risk involved in this system is our ability to keep it current and accurate. We hope to meet this challenge using three methods: 1) training, 2) efficient electronic communication network, and 3) assignment of staff responsibility.
First, we are providing training to community-based organizations to learn how to create and up-date their own Webpages. Second, we will have an electronic communication network that will allow participants to easily notify others of changes. Third, we will assign responsibility for making received changes to staff at Career Link. While individual organizations will update their own Webpages, if, for example, eligibility requirements change or an organization no longer exists, Career Link staff will have to update the Self-Directed Referral System so that people are referred to appropriate places.

D. Describe how the partnership proposes to evaluate the project and when the evaluation will be performed.

(Also see pages 8 on Implementation Proposal.)
This pilot project will be evaluated using two dimensions: 1) evaluation of the system itself and 2) evaluation of its effect on users. The first evaluation will be carried out in three stages. We will test the pilot at the One-Stop Career Link Centers and refine it using staff and customer input. We will then test the pilot at our access points by putting it on the Internet and giving access points a password. We will again go through evaluation and refinement using staff and customer input. Finally, we will put the system on the Internet and make it available to anyone with connections to the Internet. Since there is a screen for comments, we hope to get input and continue any refinements of the system.

Our second dimension of evaluation looks at how the system has helped clients. Each time the system is used we will have an evaluation screen that asks about if the system has helped customers achieve their goals. We will also get feedback from community-based organizations who work directly with clients and ask our own staff if it appears to enhance customers' ability to achieve their goals. Questions about the system will also be part of our evaluation surveys described on pages 8.